Strategic Plan Update

January

2014

Department of Corrections

Mission Statement: The Louisville Metro Department of Corrections (LMDC) enhances public safety by controlling and managing offenders in a safe, humane, and cost-efficient manner consistent with sound correctional principles and constitutional standards.

LMDC is committed to excellence, emphasizing accountability, diversity, integrity and professionalism. We shall assess an offender's needs and provide services that assist the offender in the transition and reintegration back into the community.

2013　　2014　　2015　　2016　　2017　　2018　　2019

Dear citizens:

It's been one year since Louisville Metro Government introduced its Strategic Plan to citizens and we've already made considerable progress toward our five objectives and 21 goals. From planting more trees to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. Additionally, each department within LMG has been striving to make similar progress against their own respective Six-Year Strategic Plans. As you review this report, you will see both aggressive goals and innovative initiatives set against achieving game-changing objectives. Our intent, at this level of governance, is to ensure that we are executing a coordinated effort against our collective vision. Our Six-Year Strategic Plans form a roadmap for getting us to this vision -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead.

We view our work in Metro Government through three lenses:
- Daily work -- the day-to-day items that keep city government running efficiently and effectively;
- Continuous improvement -- improving on that daily work;
- Innovation and breakthrough -- creating and implementing those big ideas that propel us forward as a government and as a city.

The Strategic Plan contains elements of all three. I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

Thank you for allowing me to serve as your Mayor.

Mayor Greg Fischer

CONTENTS

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

OUR SCOPE OF REFERENCE:

✓ REFLECTIONS FROM CHIEF HAMILTON

✓ MAYOR'S FIVE STRATEGIC OBJECTIVES

✓ DEPARTMENT STRATEGIC OBJECTIVES

✓ CONTINUOUS IMPROVEMENT: LEARNING ALONG THE WAY

Public Safety

In 2013, Louisville Metro public service and safety agencies all got the opportunity to participate in LouieStat. They see first-hand Mayor Fischer's commitment and leadership to embrace performance management and strategic planning as a means to focus on what's important and to improve customer satisfaction with our services. Each of these agencies has increasingly demanding expectations. Meeting those challenges well requires they understand their limitations and weaknesses. While dealing with the challenges of their available budget, personnel strength, and other resources requires focus, knowing what's important to their mission and how to best use their limited time magnifies the value of their collective efforts. Recognizing what they do well is important in achieving results. Recognizing what needs improvement builds strength in problem solving and increases both employee and citizen satisfaction in the outcomes of their efforts. Sharing what is and what's not working in planning report outs, LouieStat, and enterprise model solutions give agencies more opportunity to learn from the break through work of others and accept the risk of leading innovation within their own agencies.

Doug Hamilton,
Chief of Public Safety

MAYOR'S FIVE STRATEGIC OBJECTIVES – 6YRS

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

1. Deliver Excellent City Services: We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.

2. Solve Systemic Budget Issues: We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.

3. Take Job Creation To The Next Level: We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths– lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.

4. Invest In Our People And Neighborhoods, Advance "Quality Of Place": We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.

5. Create Plans For A Vibrant Future: We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.

The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years.

1. Public Safety Leadership: Provide leadership in public safety and ensure model practices in the control, supervision and management of offenders.

2. Safe and Healthy Environment: Create and consistently enforce practices to ensure a safe and healthy environment in all our operations.

3. Corrections Profession and Staff Development: Promote the Corrections profession and staff development.

4. Effective Workforce: Create a highly effective workforce whose practices demonstrate the highest professional standard.

5. Offender Programs and Services: Develop and implement quality programs and services that provide offenders the opportunity for positive change.

6. Outside Input: Recognize the interests of victims, volunteers and criminal justice providers and acknowledge their input in the Department's management of offenders.

Learning Along the Way

In January of 2013 each department, within the Metro enterprise, published its inaugural 6 year Strategic Plan, spanning Fiscal Years 2013 - 2019. In doing so, we collectively ushered Louisville Metro Government into a new era of planning and performance improvement. This new era is best described by the phrase "Continuous Improvement Journey"; a phrase that has become the watchword for Metro's pursuit of becoming 'World Class' among its peer cities. As with any pursuit toward excellence, change is required, arguably needed and expected ---the kind of change that is proactive, inclusive, comprehensive and continuous.

We responded to the call by designing a new process which enables us to accurately and confidently provide real-time updates on both our progress and performance. This said, we view a department's strategic plan as a "living and breathing" document. Hence, it will continue to evolve with time; as goals are accomplished, new assignments are made and core missions are realigned to adapt to the changing needs of the city and its citizens. But each plan will also evolve because of discoveries ---as we acquire a better understanding of our strengths and weaknesses; and yes, even as we learn from our mistakes.   This past year has brought about numerous and exciting changes for our collective enterprise; we have grown departmentally and matured as an organization. We have learned a great deal about ourselves, one another and most importantly about what our citizens expect from us. This learning process has been a challenging one, but one that all departments have gone through in their pursuit of excellence. The progress report covers our strategic efforts from January 1, 2013 to November 30, 2013. What follows is the culmination of our progress and what we have learned along the way…

Enjoying the Journey,

DeVon M. Hankins   *Samantha M. Yung*
Deputy Director of Strategic Planning   Strategic Planning Fellow

PROGRESS AND PERFORMANCE:

- ✓ STRATEGIC PLANNING TERMS

- ✓ DEPARTMENT PROGRESS REPORT & KPIs

2014

STRATEGIC PLANNING TERMS

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Progress (% Complete): An approximate percentage of completion for a given Initiative.
- 25% - some action steps, required for the initiative, are completed
- 50% - about half the action steps, required for the initiative, are completed
- 75% - most action steps, required for the initiative, are completed
- 100% - all action steps, required for the initiative, are completed

Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are green, yellow, and red.

Green: On Track   Yellow: Slightly Off-Track   Red: Off Track

STRATEGIC PLANNING TERMS

Target Start Date: This is the date that the goal or initiative is "planned" or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is "planned" or intended to be completed.

Actual End Date: This is the date that the goal or initiative is actually completed.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI's should be validated by their *Source* and chosen method of analysis and calculation.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Benchmark: The agreed upon value or measure recognized by industry participants as being the "best practice" in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

		PROGRESS REPORT					

Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)	
1. Achieve American Correctional Association (ACA) CORE Jail Standards Accreditation by FY14

Department Objectives Met: 1,2,3,4,6
Mayor's Objectives Met: 1 | Conduct operational review with subject matter experts utilizing the ACA CORE Jail Standards as the baseline. | Completed February 2012 | 100% | [Green] | 50% | [Yellow] | ACA Accreditation requires 100% compliance of all MANDATORY standards; 90% compliance of all NON-MANDATORY standards. February 2012 assessment resulted in 91% compliance with Mandatory standards and 91% compliance with Non-Mandatory standards. |
| | Develop and launch appropriate action plans to address areas of non-compliance through the Accreditation Team. | Action Plan developed - currently under review for revision. Implementation and appointment of Accreditation Team to begin the process is behind schedule, however Project Managers for the goal have been appointed and are beginning the process. October 2013 - Project Managers Captains Hogan and Thompson assigned to manage goal completion. Both have begun process of identifying areas of concern and implementation throughout the department. | 50% | [Yellow] | | | |
| | Complete application for ACA CORE Jail Standards Accreditation. | Application process for audit not yet started (timeframes determined by ACA). Communication between LMDC and ACA has been initiated. Target date for audit set tentatively for June 2014 (upon agreement with ACA). | 25% | [Green] | | | |
| **2.** Complete Revision and realignment of departmental Operational Post Orders by FY14

Department Objectives Met: 1
Mayor's Objectives Met: 1 | Determine which sections are better suited for operational manuals and Operational Post Orders. | Completed March 2013. | 100% | [Green] | 50% | [Green] | Approved and signed Post Orders and Operational Manuals in all sections. 12 sections have been identified for revision. 4 of those sections have been reformatted into Operational Manuals in draft form and are currently undergoing review. 2 sections have been revised and are currently undergoing review. |
| | Assign sections to the appropriate department head for review and revision with their staff for accurate procedures. | Appropriate Post Orders are being converted to the new format & non-security Post Orders are being converted into Operational Manuals. October 2013 - Captain Wright assigned to manage goal completion. Post Orders are currently being reviewed and drafted for submission. | 50% | [Green] | | | |
| | Draft and submit revisions to senior leadership for review and approval. | Initiative not yet started. Completion of above initiative is necessary. | 0 | [Yellow] | | | |

PROGRESS REPORT

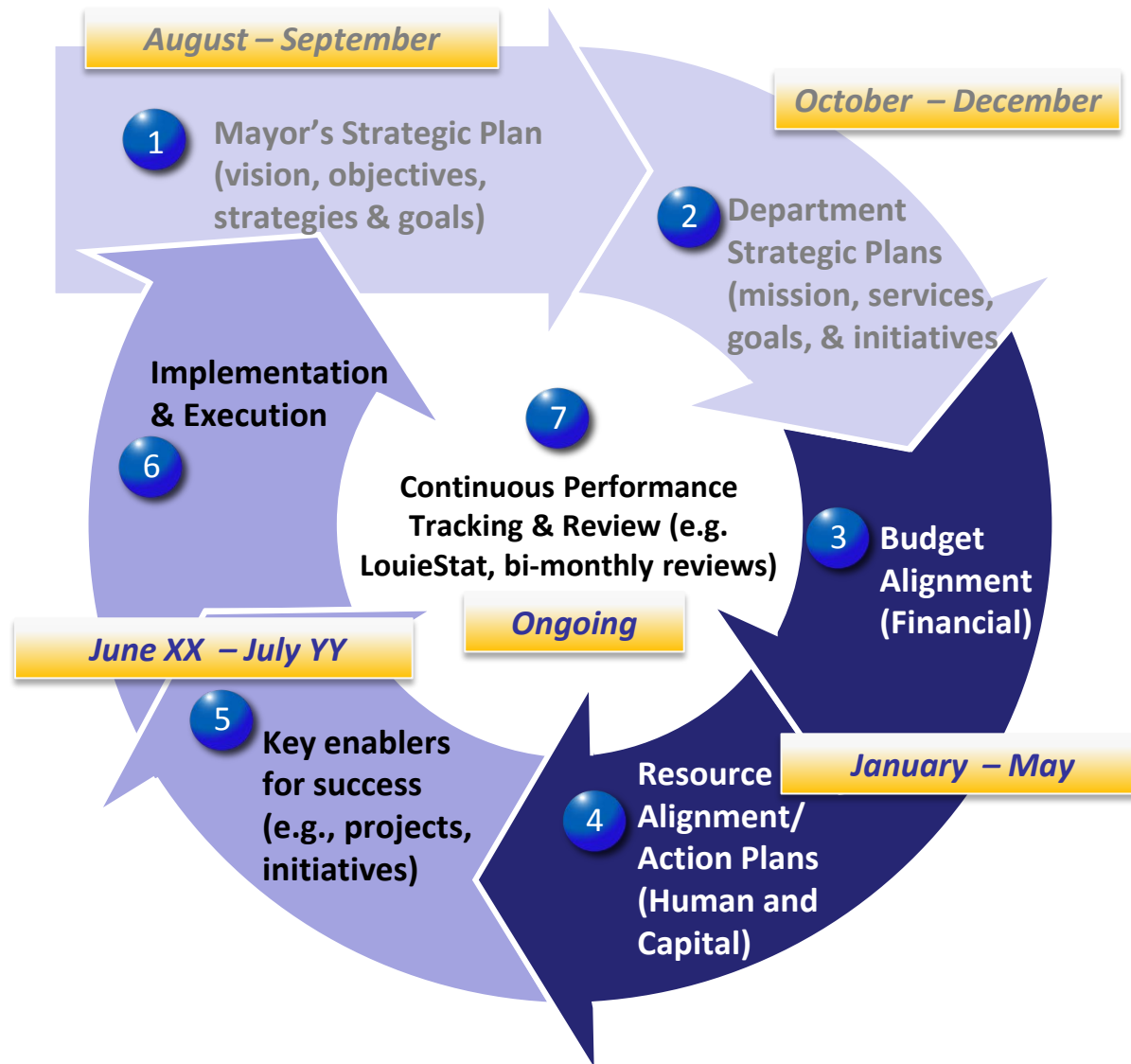| Description of Dept. Goal	Description of Initiatives	Status per the Department's Nov. Report-out Date:					Goal KPI and Analysis
		Describe Initiative Progress	Initiative Progress (% Complete)	Initiative Health (Color)	Goal Progress (% Complete)	Goal Health (Color)	
3. Increased enrollment in JCPS Adult Basic Education (GED) classes by FY15 \n\n *Department Objectives Met: 5,6* \n *Mayor's Objectives Met: 1,4,5*	Coordinate and develop strategies with JCPS Adult Basic Education for increased enrollment and preparation for GED testing.	Completed May 2013 - JCPS resources will be reallocated to the Main Jail Complex/HOJ effective July 2013.	100%	Green	75%	Yellow	Number of inmate's receiving GED; % increase
	Ensure communication of education credit on state sentences.	Continue process of communicating with KYDOC to ensure appropriate credits are applied.	100%	Green			
	Obtain 70% GED achievement rate of the number of inmates testing from 34 to 42 graduates.	Projected completion end Calendar Year 2014.	25%	Yellow			
4. Develop and implement equipment rotation/replacement schedule and accountability structure by FY14 \n\n *Department Objectives Met: 2* \n *Mayor's Objectives Met: 1,2*	Conduct a complete inventory of all departmental equipment.	Delayed - October 2013 Captain Goodlett assigned to manage goal completion. Expected completion of initiative by January 2014.	0%	Red	0%	Red	Completed inventory of security equipment and vehicle inventory.
	Conduct assessment of all equipment to determine which equipment is in the most serious need for replacement.	Delayed	0%	Red			
	Develop a schedule for replacement and determine costs for replacement.	Delayed	0%	Red			

PROGRESS REPORT						
		Status per the Department's Nov. Report-out Date:				
Description of Dept. Goal	**Description of Initiatives**	**Describe Initiative Progress**	**Initiative Progress (% Complete)**	**Initiative Health (Color)**	**Goal Progress (% Complete)**	**Goal Health (Color)**	**Goal KPI and Analysis**
5. Ensure immediate delivery of a community standard of inmate health care and access to health services Department Objectives Met: 1,2,5 Mayor's Objectives Met: 1	Implement Inmate Health Care Monitoring through procurement of a contractual subject matter expert.	Approval to contract	100%	🟩	75%	🟩	Contract monitoring to ensure provisions of the medical provider contract are adhered to; delivery of care equivalent to that of the community. October 10, 2013 new Inmate Healthcare Contract awarded - contract awarded at a cost of $800,000 over budgeted amount for current inmate health care.
	Publish RFP	Published	100%	🟩			
	Evaluate and award contract	Contract awarded March 2013	100%	🟩			
	Compliance Monitor Quarterly Reviews	First site evaluation completed April 2013 - report expected June 2013	100%	🟩			
	Documenting of areas of contractually obligated compliance/non-compliance.	First site evaluation completed - report expected June 2013. Action/Work plan developed for continuous monitoring and improvement March 2013.	100%	🟩			
	Convene cross-functional team to develop recommendations pertaining to duel diagnosis and delivery of appropriate treatment plan to include tracking and monitoring.	Cross-functional team developed and nearing completion of recommendation development.	75%	🟩			
6. Increase access to departmental services through on-line avenues and facilitate accurate and up-to-date information sharing by FY14 Department Objectives Met: 1,2,6 Mayor's Objectives Met: 1	Implementation of JMS - Increased public access to inmate information.	Public access to inmate information has been available via Corrections website since September 3, 2013.	100%	🟩	75%	🟩	System at 100% functional use.
	Development of the information system to be continually customizable to ensure best practices for ongoing changes in operational needs.	In-Progress and on-going.	75%	🟩			
	Provide a stable and comprehensive platform with expanding/scalable operations for long term solutions.	In-Progress and on-going.	75%	🟩			
	Integration of current systems to increase information sharing among stakeholders.	In development. Interfaces are currently being developed, tested and implemented with the JMS system.	50%	🟨			

LMG

ENTERPRISE GOVERNANCE DOCUMENTS:

- ✓ METRO PLANNING CYCLE
- ✓ METRO PLANNING CALENDAR

2014

LOUISVILLE METRO PLANNING CYCLE

August – September

1. **Mayor's Strategic Plan (vision, objectives, strategies & goals)**

October – December

2. **Department Strategic Plans (mission, services, goals, & initiatives**

6. **Implementation & Execution**

7. **Continuous Performance Tracking & Review (e.g. LouieStat, bi-monthly reviews)**

Ongoing

3. **Budget Alignment (Financial)**

June XX – July YY

5. **Key enablers for success (e.g., projects, initiatives)**

4. **Resource Alignment/ Action Plans (Human and Capital)**

January – May

The Louisville Metro Planning Cycle, provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates.

LOUISVILLE METRO PLANNING CALENDAR

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	**Start of New Fiscal Year**						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals) — Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1		
					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Legend: Mayor's Office | Departments | Mayor's Office & Dept. Directors

Notes:

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2014

Our Continuous Improvement Journey...

Mayor Greg Fischer

~ "My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work..."

Louisville Metro Department of Corrections

6 Year Strategic Plan

FY13-FY19

January 17, 2013

Dear Metro Corrections Team:

Louisville Metro Corrections is committed to supporting and achieving Mayor Fisher's goals for Louisville of:
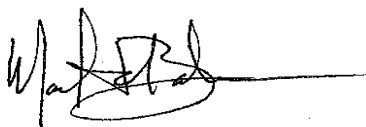
- ❖ Delivering excellent city services;
- ❖ Solving systemic budget issues;
- ❖ Taking job creation to the next level;
- ❖ Investing in our people and neighborhoods, advance "quality of place";
- ❖ Creating plans for a vibrant future.

To this end, LMDC will do its part in meeting these goals by being a world-class correctional organization enhancing public safety now and in the future through a system plan utilizing evidenced-based practices for secure detention and re-entry services delivered by a professional workforce in an organization respected by the community.

Over the last several years, LMDC has made significant strides and vast improvements in operational processes, sanitation, supervisor/leadership development, delivery of services, collaboration and communication with criminal justice stakeholders and other social service community partners. While a great deal of distance has been traveled, there is still road ahead. This plan, created by the LMDC leadership team with input from staff, is a roadmap to guide our journey to move LMDC forward and continuous performance improvement in becoming "best in class". Your support, hard work and dedication have brought us to where we are today and I challenge each of you to see where it can take us tomorrow.

The LMDC leadership team is committed to making progress with this plan, while recognizing this is a living document, and as such some goals will evolve with time. It is the responsibility of all LMDC staff to ensure our success working towards these goals and doing our part of being a world-class correctional organization in Louisville's quest in becoming the best city, with the best local government, in America!

Are you ready to go?

Mark Bolton
LMDC Director

Table of Contents

Overview of Sections

Vision for Louisville
The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission
Why the department exists within Metro and for the community.

Core Services/Programs
What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance "Quality of Place"; Create plans for a vibrant future.*

Objectives
Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals
Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less "SMART".

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The "Lead" column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The "Why" column describes why the goal is important to the department and the residents of Louisville.

The "Initiatives" column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The "How" column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

Louisville Metro Government Objectives

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

1. **Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*

2. **Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*

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4. **Invest In Our People And Neighborhoods, Advance "Quality Of Place".** *We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*

5. **Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

LMDC Vision

The Louisville Metro Department of Corrections (LMDC) is an innovative leader within the Corrections profession and is an integral component of the criminal justice system. The Louisville Metro community is a safer place to live and work because LMDC provides services and programs that allow for the appropriate management and supervision of offenders.

We recognize Corrections as our chosen career. The employees of LMDC are the cornerstones of the agency. They share a common purpose and a commitment to the highest professional standards and excellence in public service. LMDC is committed to our employees and continually strives to promote professional staff development.

LMDC Mission

The Louisville Metro Department of Corrections (LMDC) enhances public safety by controlling and managing offenders in a safe, humane, and cost-efficient manner consistent with sound correctional principles and constitutional standards.

LMDC is committed to excellence, emphasizing accountability, diversity, integrity and professionalism. We shall assess an offender's needs and provide services that assist the offender in the transition and reintegration back into the community.

Core Services/Programs

❖ **Administration and Human Resources** – This unit supports the department by completing appropriate paperwork and maintaining records. This unit manages the budget, purchasing activities, state and federal grants and human resources.

❖ **Policy and Compliance** – This unit supports the department by researching and developing policy that is in compliance with Kentucky Administrative Regulations and American Correctional Association standards. Progress is monitored through periodic inspections and audits.

❖ **Training Academy** – The Training Academy ensures the safety of personnel by training in the proper use of equipment, policy compliance and emergency planning. The Training Academy has been accredited by the American Correctional Association since 2004.

❖ **Security Operations/Physical Plant** – This unit ensures the safety of employee's and inmates by strict adherence to policy and sound correctional practice. The unit is professional, highly trained and able to respond to diverse situations.

❖ **Information Technology, Planning and Research** – Corrections has invested heavily in technology as a tool to promote safe and efficient operations. Every facet of inmate management is controlled and tracked by a complex system of software. This unit is responsible for supporting the software and work stations, as well as providing the training to effectively utilize the system. In addition, the unit is tasked with providing accurate and timely information to assist the administration in effective and efficient decisions.

❖ **Inmate Programs, Services and Support** – This unit provides professional resources to the inmate population, as well as assists in the daily, operational needs of the department. The Program Division provides support to the inmate population that assists the offender's transition and reintegration into society.

❖ **Records, Booking, Intake and Release** – This unit provides, tracks and maintains accurate vital inmate information. This unit communicates and coordinates with various criminal justice and other partners to include the courts, law enforcement agencies, attorneys, other correctional agencies and the general public with regard to inmate information.

LMDC Values

1. Provide a safe and secure detention facility.

2. Provide alternative detention sanctions for qualified individuals to lessen the direct negative impact on their lives and the community.

3. Provide proper health care, nutrition and treatment to offenders as mandated by KRS and jail standards.

4. Provide mandated training for Corrections staff to include: sworn, non-sworn, contract and volunteers in the performance of their duties and assignments.

5. Maintain, retrieve and present jail related data for the purpose of educating criminal justice stakeholders and the general public.

LMDC Objectives
The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.

1. Provide leadership in public safety and ensure model practices in the control, supervision and management of offenders.

2. Create and consistently enforce practices to ensure a safe and healthy environment in all our operations.

3. Promote the Corrections profession and staff development.

4. Create a highly effective workforce whose practices demonstrate the highest professional standards.

5. Develop and implement quality programs and services that provide offenders the opportunity for positive change.

6. Recognize the interests of victims, volunteers and criminal justice providers and acknowledge their input in the Department's management of offenders.

Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayor's Objective	Lead	Why	Initiatives
1	Achieve American Correctional Association CORE Jail Standards Accreditation by FY14	1, 2, 3, 4, 6	1	E. Troutman	ACA is the premiere national accrediting association in the corrections field. ACA Accreditation places correctional agencies in the "best in the business" category. While LMDC meets state standards, and will continue to do so, ACA standards exceed industry standards and accreditation denotes "best in class" distinction.	• Conduct operational review with subject matter experts utilizing the ACA CORE Jail Standards as the baseline. • Complete application for ACA CORE Jail Standards Accreditation. • Develop and launch appropriate action plans to address areas of non-compliance through the Accreditation Team.
2	Complete revision and realignment of departmental Operational Post Orders by FY14	1	1	E. Troutman	Current Operational Post Orders are outdated and do not reflect current practices.	• Determine which sections are better suited for operational manuals and Operational Post Orders. • Assign sections to the appropriate department head for review and revision with their staff for accurate procedures. • Draft and submit revisions to senior leadership for review and approval.
3	Increased enrollment in JCPS Adult Basic Education (GED) classes by FY15	5, 6	1, 4, 5	K. Bingham	Inmates that receive a GED while incarcerated are less likely to re-offend. Additionally, obtaining a	• Coordinate and develop strategies with JCPS Adult Basic Education for increased enrollment and preparation for GED testing.

					GED fulfills education requires for employment.	• Ensure communication of education credit on state sentences. • Obtain 70% GED achievement rate of the number of inmates testing from 34 to 42 graduates.
4	**Develop and implement equipment rotation/replacement schedule and accountability structure by FY14**	2	1, 2	D. Clark	Equipment, including security and transportation equipment, is necessary to ensure safe and secure operations for staff and inmates. As LMDC processes approximately 45,000 inmates a year with an average daily population of approximately 2000 inmates, equipment sustains considerable wear and tear.	• Conduct a complete inventory of all departmental equipment. • Conduct assessment of all equipment to determine which equipment is in the most serious need for replacement. • Develop a schedule for replacement and determine costs for replacement
5	**Ensure immediate delivery of a community standard of inmate health care and access to health services.**	1, 2, 5	1	M. Bolton	Subject matter expert to monitor inmate health care is necessary to ensure the contracted Health Care provider is meeting the terms of the contract in terms of best practices, and in compliance with departmental policy, NCCHC, and KRS/KAR.	• Implement Inmate Health Care Monitoring through procurement of a contractual subject matter expert. • Publish RFP • Evaluate and award contract • Compliance Monitor Quarterly Reviews • Documenting of areas of contractually obligated compliance/non-compliance. • Convene cross-functional team to develop recommendations pertaining to duel diagnosis and delivery of appropriate treatment plan to include tracking and monitoring.
6	**Increase access to departmental services through on-line avenues and facilitate accurate**	1, 2, 6	1	D. Clark	Providing access to services via on-line applications reduces tasks performed by an already stretched staff	• Implementation of JMS – increased public access to inmate information. • Development of the information system

| | and up-to-date information sharing by FY14 | | | | allowing them to focus efforts to other critical operational needs ensuring effective and efficient operations. Additionally, interfacing and automating information exchange between internal and external stakeholders also increases productivity and increases fiscal responsibility to taxpayers by reducing and eliminating unnecessary expenditures. | to be continually customizable to ensure best practices for ongoing changes in operational needs.
 • Provide a stable and comprehensive platform with expanding /scalable operations for long term solutions.
 • Integration of current systems to increase information sharing among stakeholders. |

Mid-Long Term Goals (2-6yr)

The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

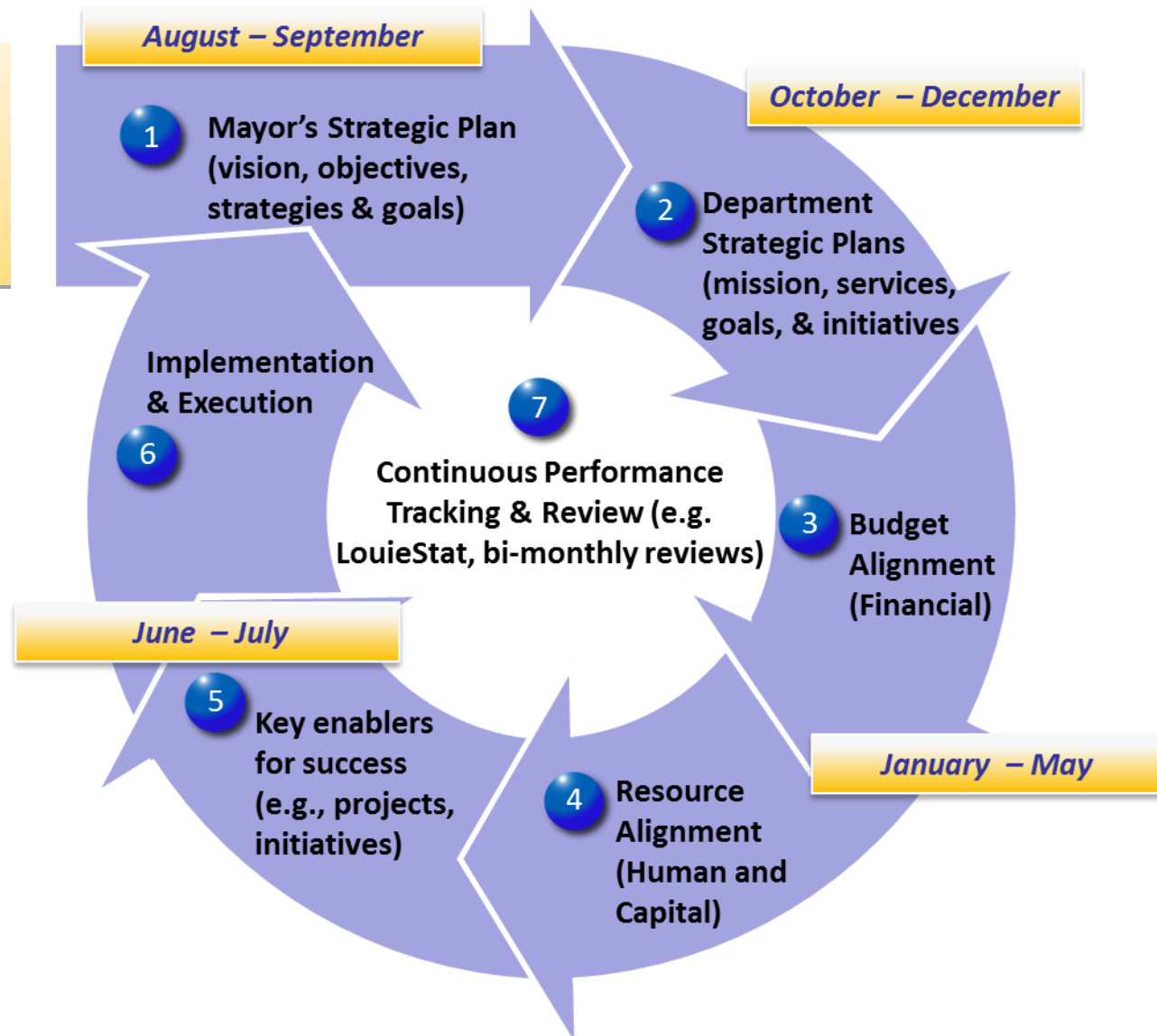|	Goal	Department Objective	Mayor's Objective	Lead	Why	How
1	**Continue support for Leadership Training on an ongoing and continuous basis**	1	1, 3, 5	M. Bolton, Mayor	Leadership development is a key component of succession planning. Developing staff increases the pool of qualified staff for leadership roles within the department.	• Increase attendance and graduation from National Leadership Certification Training by 30% (8 staff certified per year). • Identify candidate pool from Sergeant and Lieutenant ranks. • Utilize the "Alumni Group" to foster and recommend candidates for training.
2	**Achieve Master Capacity Plan by FY16**	1, 2, 3, 5	1, 2, 5	M. Bolton, K. Allen,	Fixed bed space is becoming more and more valuable, and costly to taxpayers. A Capacity Plan will assist LMDC and Metro	• Engage the US Department of Justice National Institute of Corrections in the assessment of jail population management strategies and master

				Mayor	Government in managing and reserving the finite bed space available. LMDC, in and with coordination from the Mayor's Office, Metro Council, LMPD, the courts, Crime Commission and other criminal justice stakeholders, supports and is committed to Criminal Justice System Master Planning.	capacity planning. • Severe and Persistent Mentally Ill for Assertive Community Treatment. • Expedient turnaround of Probation and Parole Technical Violators. • Systemic application of citation in lieu of arrest on misdemeanor crimes excluding DV and DUI related offenses. • Traffic Warrant amnesty with CAO, Clerk's Office and District Court. • Implementation of key recommendations from the Departmental Management Review.
3	**Initiate Direct Supervision Facility Planning and Development by FY15**	1	1, 2	M. Bolton, Mayor	Current facility was poorly designed and presents multiple physical plant concerns and issues, including blind/dead spots that potentially increase risk to staff and inmates. Additionally, upon opening of the facility, outdated equipment was installed for the operation of security features, which are becoming increasing difficult to find replacement parts for and becoming costly fix approaching diminishing return for taxpayer dollar. The facility was designed using a linear style layout which has not been the industry standard for quite some time and is very staff intensive.	• Communicate the need for a new facility with stakeholders in the criminal justice system and the community. • Engage the US Department of Justice National Institute of Corrections for assistance in jail planning and design.

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle
The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

August – September

1 Mayor's Strategic Plan (vision, objectives, strategies & goals)

October – December

2 Department Strategic Plans (mission, services, goals, & initiatives

3 Budget Alignment (Financial)

January – May

4 Resource Alignment (Human and Capital)

June – July

5 Key enablers for success (e.g., projects, initiatives)

6 Implementation & Execution

7 Continuous Performance Tracking & Review (e.g. LouieStat, bi-monthly reviews)

Louisville Metro Department of Corrections Strategic Plan
FY13-FY19

Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment — Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments			Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
					Develop Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans	
				Departments conduct their own internal and external assessments							

Version 1.0